Special Meeting of the
Audit Subcommittee
Yolo County
September 6, 2022
10:00 a.m.

NOTE: This meeting is being agendized to allow Board Members, staff and the public to participate in the meeting via teleconference, pursuant to Government Code section 54953(e)(1) (as amended by Assembly Bill 361), available at the following link.

Teleconference Options to join Zoom meeting:

By PC: https://yolocounty.zoom.us/j/83641344737

Meeting ID: 836 4134 4737
or
By Phone: (408) 638-0968
Meeting ID: 836 4134 4737

Government Code section 54953(e)(1) authorizes local legislative bodies to hold public meetings via teleconference and to make public meetings accessible telephonically or otherwise electronically to all members of the public. Members of the public are encouraged to observe and participate in the teleconference.

Further instructions on how to electronically participate and submit your public comments can be found in the PUBLIC PARTICIPATION note at the end of this agenda.

Meetings are accessible to people with disabilities. Individuals who need special assistance or a disability-related modification or accommodation to participate in this meeting, or who have a disability and wish to request an alternative format for the meeting materials, should contact Kim Eldredge, Audit Manager at least two (2) working days before the meeting at 530-666-8190 ext. 9204 or kim.eldredge@yolocounty.org.

If you have anything that you wish to be distributed to the Committee and included in the official record, please hand it to a member of County staff who will distribute the information to the members and other staff.

Committee Members:

Chair, Gary Sandy	(Board of Supervisors – Voting)
Angel Barajas	(Board of Supervisors - Voting)
Vice-Chair, Lawrence Raber	(Public Member – Voting)

Yolo County Internal Audit Staff

Kim Eldredge	(Audit Manager – Non-voting)
Noemy Mora-Beltran	(Senior Auditor – Non-voting)
Navpreet Ghuman	(Internal Auditor – Non-voting)

10:00 am Call to Order

1. **Introductions.**

2. **Roll Call.**

3. **Approval of Agenda.**

4. **Public Comment**
This item is reserved for persons wishing to address the Committee on any related matters that are not otherwise on this meeting agenda. Public comments on matters listed on the agenda shall be heard at the time the matter is called. As with all public comment, members of the public who wish to address the Committee are customarily limited to 3 minutes per speaker, but an extension can be provided at the discretion of the chair.

REGULAR AGENDA

5. **Receive Risk Assessment Report and Proposed Three-Year Internal Audit Plan (Baker Tilly/Eldredge)**

6. **Approve the Proposed Three-Year Internal Audit Plan with recommended changes (Eldredge)**

7. **Confirm next meeting date: October 5, 2022 at 10:00 to 11:30 am.**

8. **Committee Member and Staff Announcements**
Action items and reports from members of the Committee, including announcements, questions to be referred to staff, future agenda items, and reports on meetings and information which would be of interest to the Committee or the public.

9. **Adjournment (Approximately 11:00 a.m.)**
Public records that relate to any item on the open session agenda for a regular meeting are available for public inspection. Those records that are distributed less than 72 hours prior to the meeting are available for public inspection at the same time they are distributed to all members, or a majority of the members of the Committee. Public records are available for inspection by contacting Kim Eldredge, Audit Manager at 530-666-8190 ext. 9204 or kim.eldredge@yolocounty.org and meeting materials can be inspected at County offices located at 625 Court Street, Woodland, CA 95695; those interested in inspecting these materials are asked to call 530-666-8190 ext. 9204 to make arrangements. The documents are also available on the County of Yolo Financial Oversight Committee website located at: https://www.yolocounty.org/general-government/general-government-departments/financial-services/financial-oversight-committee.

PUBLIC PARTICIPATION
OPTIONS FOR PUBLIC COMMENT

1. If you are joining the meeting via zoom and wish to make a comment on an item, press the "raise a hand" button. If you are joining the meeting by phone only, press *9 to indicate a desire to make comment. The chair will call you by name or phone number when it is your turn to comment. Speakers will be limited to 3:00 minutes. "Note: If you are joining by zoom and phone, still use the zoom raise a hand button as *9 will not work.

2. If you choose not to observe the Audit Subcommittee meeting but wish to make a comment
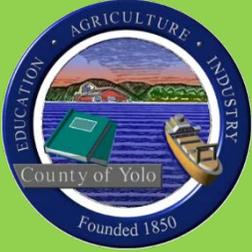
on a specific agenda item, please submit your comment via email by 5:00 p.m. on the Monday prior to the Committee meeting. Please submit your comment to Kim Eldredge, Audit Manager at kim.eldredge@yolocounty.org. Your comment will be placed into the record at the Committee meeting.

3. If you are watching/listening to the live stream of the Committee meeting and wish to make either a general public comment or to comment on a specific agenda item as it is being heard, you may also submit your comment, limited to 250 words or less, to the Kim Eldredge, Audit Manager at kim.eldredge@yolocounty.org. Every effort will be made to read your comment into the record, but some comments may not be read due to time limitations. Comments received after an agenda item will be made part of the record if received prior to the end of the meeting.
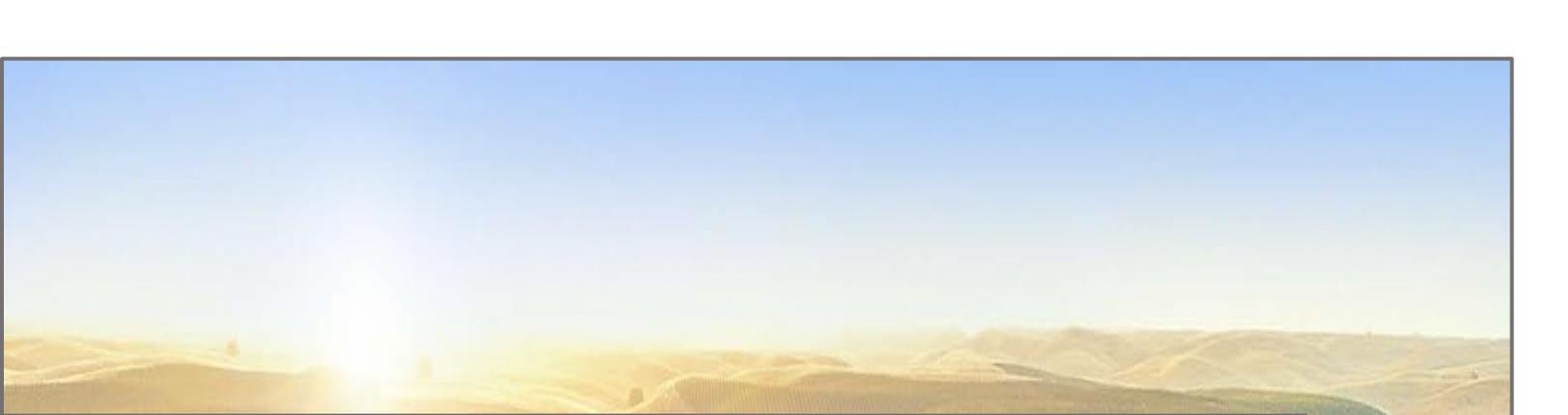
Risk Assessment Report and Proposed Internal Audit Plan

Yolo County, California
September 6, 2022

bakertilly

Table of Contents

Index of Exhibits

Executive Summary

The Yolo County Internal Audit and the Baker Tilly team have completed a comprehensive, organization-wide Risk Assessment. We assessed a wide range of risk areas that could potentially affect Yolo County. This report outlines our assessment of high priority risks (i.e., those that have a relatively high likelihood of occurrence and potentially high impact to Yolo County's operations). The results of this Risk Assessment are the basis for determining the areas of focus for the proposed Three-Year Internal Audit Plan.

Risk Assessment Procedures

The following procedures were performed for the Risk Assessment:

- Gained an understanding of Yolo County's operations, environment, culture, and objectives through research, survey, and interviews
- Held discussions with the following departments: Internal Audit, Assessor/Clerk-Recorder/Registrar of Voters, Agriculture, Child Support Services, Community Services, County Counsel, District Attorney, Financial Services, General Services, Health and Human Services Agency, Human Resources, Information Technology, Library, Probation, Public Defender, and the Sheriff's Office
- Reviewed key documentation such as organizational charts, Annual Comprehensive Financial Reports, prior audit reports, and other relevant policies and documents
- Evaluated interview results and considered industry factors and best practices to identify areas of risk

Yolo County Strengths

Through the Risk Assessment, we observed certain strengths within Yolo County. Some of the most notable strengths include:

- Yolo County understands the necessity of strong employee culture and positive morale within the organization. Leadership has taken steps to empower the Human Resources Department to focus on these items through initiatives such as formal orientation and onboarding, employee engagement, and development.
- Yolo County recognizes the value of technological innovation and despite prior challenges there is a consensus on the importance of bringing technology up to date, of which Yolo County continues to achieve.
- Yolo County recognizes the value that the Internal Audit Division will bring to the organization and its business processes and is dedicating resources to support it. Departments are willing and eager to participate in the process as a collective effort. Additionally, the Internal Audit Division has been highly attentive and assisting throughout the entire Risk Assessment process.
- In Yolo County's Annual Comprehensive Financial Report, there is an award from the Government Finance Officers Association ("GFOA") in 2021 for Certification of Achievement for Excellence in Financial Reporting in 2020, which speaks to the County's fiscal management.

Risk Heat Map

The Risk Heat Map below depicts the functional areas high and very high-risk areas (averaged) that we identified, as well as their relative potential impact and likelihood of occurrence. These functional areas match the Yolo County Organizational Chart.
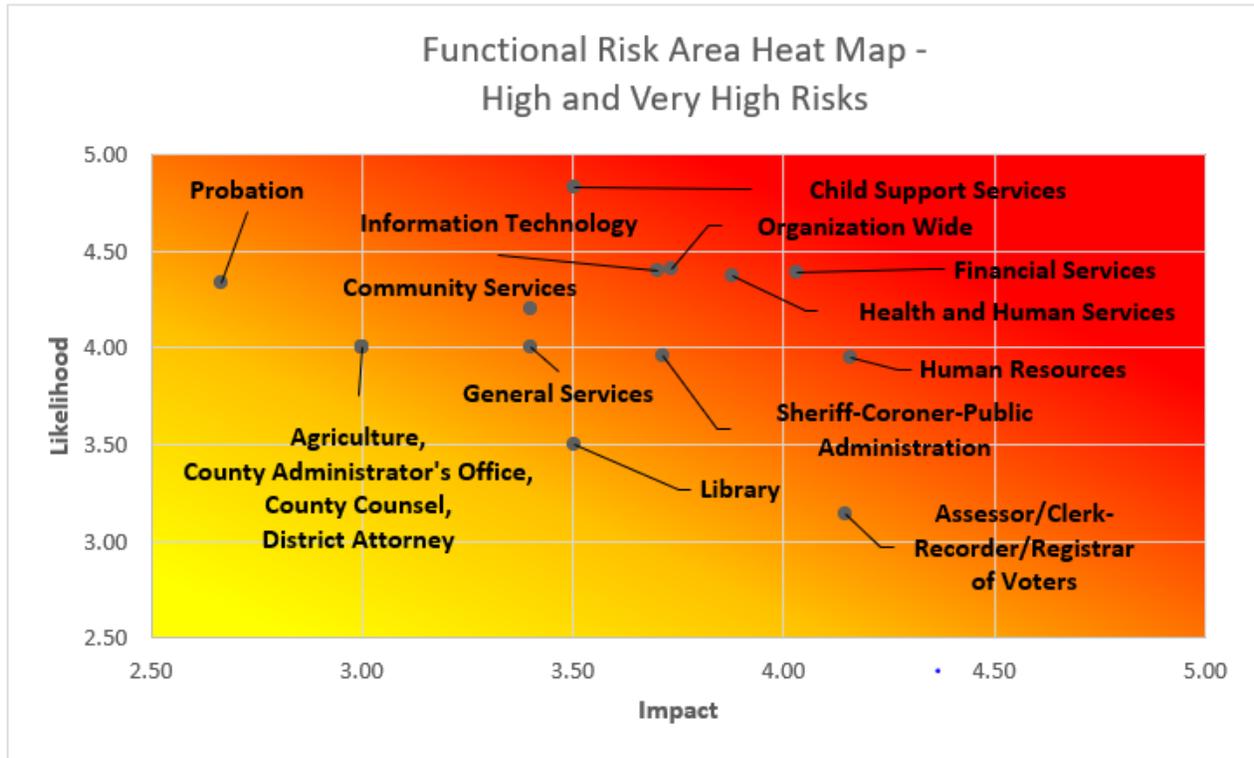
Risk Rating	
High Risks:	10 - 15
Very High Risks:	16 - 25

The High-Risk and Very High-Risk Categories based on our analysis are ranked below.

Ranking by Risk Factors - High Risks and Very High Risks		
Risk Factor	High Risks	Very High Risks
Production / Operations Risk	24	19
Human Resources / People Risk	11	21
Finance / Accounting Risk	15	13
Strategy / Planning Risk	10	6
Compliance Risk	9	9
Information Technology Risk	9	8
Governance Risk	5	9
Reporting Risk	4	1

High Priority Risk Areas

The above diagram presents an alternative view of the high-risk categories. To see specifics on these high priority risks, including their functional categorization in Yolo County, see pages 28 - 33. It is important to recognize that these areas do not necessarily represent problems, but only risks, many of which are inherent to Yolo County's operations. Our evaluation of risk did not include detailed testing of controls in place to manage these risks. It is the responsibility of Yolo County to assess its current efforts in managing, mitigating, and/or monitoring each of the top risk areas. Internal Audit will provide support and assist in evaluating Yolo County's ongoing efforts to address these risks.

*Note: All risks (**see Appendix A**) may not require the performance of an audit and may need to be managed, monitored, and/or accepted by Yolo County. We incorporated feedback from Yolo County regarding these risk areas and their prioritization into the development of a detailed Internal Audit Plan covering the high-risk areas.*

Yolo County Proposed Three Year Internal Audit Plan

Based on the Risk Assessment results and areas of high priority to Yolo County, Baker Tilly and Internal Audit identified the following areas of focus for the Three-Year Internal Audit Plan. Internal Audit seeks to identify audits that provide opportunities to add value and maintain proper audit coverage. Identified areas of focus for the Internal Audit Plan covers audit activities as well as advisory services. The risks and risk assessment results are based on the following:

— Our understanding of Yolo County and its organization, culture, and objectives
— Discussions held with Internal Audit staff, management, and key stakeholders
— Consideration of known or perceived challenges across the organization

Yolo County Internal Audit Plan: Assurance Activities

Based on the risk assessment results, the table below summarizes the selected audits for the Yolo County Three-Year Internal Audit Plan. Due to the nature of this being a plan that spans 3 years, prioritized audit activities designated in this list for future years may potentially change as risk assessments are updated and risk ratings change, or new risks are identified.

Estimated Timing/ Duration	Risk Category	Risk Titles/Processes	Preliminary Scope	Hours	Audit Team
Year 1 - FY2023	Organization Wide	Wireless Communications Devices	Perform a review of the county's wireless communication devices to identify areas of risk and opportunities for potential savings.	280	Yolo
Year 1 - FY2023	Financial Services	Procurement Process	Assess procurement practices related to oversight, transparency, needs identification, sourcing, strategic purchasing, receiving goods and services and reporting to determine whether the policy is being adhered to and to identify process inefficiencies.	220	Yolo
Year 1 - FY2023	Human Resources	Payroll Processing and Changes, Employee Leave/FMLA, and Pay Rates	Perform a review of payroll processes including the health benefit calculation, leave balances, and the accuracy of employee pay rates.	200	Yolo
Year 1 - FY2023	Organization Wide	Accounts Receivable	Perform an internal control review over accounts receivables.	140	Yolo
Year 1 - FY2023	Organization Wide	Policies and Procedures	Assess the adequacy of documented policy and procedures to determine the impact on knowledge transfer when employees are hired, transfer, resign or retire from the County.	200	Yolo
Year 1 - FY2023	Organization Wide	Capital Projects	Perform a review of county capital projects to identify and test key processes and controls related to contract administration, change order management, project & cost management, and project closeout.	320	Yolo

Estimated Timing/ Duration	Risk Category	Risk Titles/Processes	Preliminary Scope	Hours	Audit Team
Year 1 - FY2023	Internal Audit	Peer Review	Prepare documents for Internal Audit Peer Review in accordance with IIA Standards. Peer Review to be performed by Napa County.	80	Yolo
Year 1 - FY2023	Internal Audit	Peer Review - Placer County	Conduct Peer Review of Placer County in accordance with IIA Standards. The review will include interviews, evaluation of documents against standards, and final report.	100	Yolo
			One-time project subtotal	**1,540**	
Year 1 - FY2023	Organization Wide	FWA Reporting and Hotline	Develop a fraud reporting and whistleblower policy and implement hotline.	202	Yolo
Year 1 - FY2023	Organization Wide	Purchase Card	Perform a review to provide reasonable assurance to county management that there is an acceptable level of operational accountability in the purchase card program, including the areas of card management, merchant management, and transaction analysis.	80	Yolo
Year 1 - FY2023	Organization Wide	Accounts Payable	Perform a review to evaluate accounts payable internal control processes, review and evaluate transactions for accuracy, identify the cause of processing delays and determine compliance with applicable laws, regulations, policies, and procedures.	280	Yolo

Estimated Timing/ Duration	Risk Category	Risk Titles/Processes	Preliminary Scope	Hours	Audit Team
Year 1 - FY2023	Probation	Juvenile Books & Accounts	Perform a review over the Probation Department's juvenile books and accounts in accordance with the Welfare & Institutions Code Section 275.	20	Yolo
Year 1 - FY2023	Agriculture	Cash Operations and Accounts Receivable	Perform an Internal control review to determine whether adequate internal controls exist to provide reasonable assurance to county management that there is an acceptable level of operational accountability over cash and accounts receivable.	80	Yolo
Year 1 - FY2023	Library	Cash Operations	Perform an Internal control review to determine whether adequate internal controls exist to provide reasonable assurance to county management that there is an acceptable level of operational accountability over cash.	60	Yolo
Year 1 - FY2023	Financial Services -Tax Collector	Cash Operations	Perform an Internal control review to determine whether adequate internal controls exist to provide reasonable assurance to county management that there is an acceptable level of operational accountability over cash.	48	Yolo
Year 1 - FY2023	Probation	Cash Operations	Perform an Internal control review to determine whether adequate internal controls exist to provide reasonable assurance to county management that there is an acceptable level of operational accountability over cash.	48	Yolo

Risk Assessment Report and Proposed Internal Audit Plan

Estimated Timing/ Duration	Risk Category	Risk Titles/Processes	Preliminary Scope	Hours	Audit Team
Year 1 - FY2023	Financial Services - Treasury	Cash Count	Conduct quarterly cash count as required by Government Code Section 26920(a)(1).	14	Yolo
Year 1 - FY2023	Health & Human Services Agency	Fiscal Monitoring	Perform desk and site fiscal monitoring reviews for County Health & Human Services Agency as required by Code of Federal Regulations 2 CFR part 200 etal.	640	Yolo
			Annual continuous/mandated project subtotal	**1,472**	
			Total one-time year projects and annual continuous/mandated projects	**3,012**	
			Add one-time year projects, annual continuous/ mandated audits of 3,012 and "Other Activities" of 3,228 to arrive at 6,240 (3 FTE) hours	**6,240**	
Year 2 -FY2024	Organization Wide	Workforce – Compensation Workforce – Recruitment, Retention and Succession Planning	Assess salary levels to determine if the County is offering competitive compensation and benefits packages to attract and retain professionals. Also, review staffing classifications and levels to determine if the County has adequate employees to meet the needs of the citizens and employee turnover is considered when planning.	350	Yolo
Year 2 -FY2024	Organization Wide	Contract Compliance Program	Assess compliance program practices related to development, maintenance, monitoring and reporting.	300	Yolo

Estimated Timing/ Duration	Risk Category	Risk Titles/Processes	Preliminary Scope	Hours	Audit Team
Year 2 - FY2024	Organization Wide	Training, Professional Development and Cross-Training	Assess the practices related to technical training, Continuing Professional Development (CPD), and internal departmental process cross-training. Also, review the NEOGOV Learn system to determine if employee mandated trainings are being monitored and tracked to ensure compliance.	250	Yolo
Year 2 - FY2024	Accessor/ Clerk-Recorder/ Registrar of Voters	Technology System	Access the practices related to maintaining the confidentiality, integrity and availability of data housed within the Parcel Number Recorders Reference Search System to ensure essential information can be utilized by County staff and residents to make informed decisions.	278	Yolo
Year 2 - FY2024	Organization Wide	Vendor Performance Monitoring	Evaluate policies and procedures established to assess vendor performance and service level agreements compliance to determine effective third-party risk management, service provider due diligence and performance. Audit will focus on the following: • Development of key performance indicators • Identification of key monitoring documentation • Assignment of monitoring ownership • Establish status reporting Escalation procedures for non-compliance or non-performance	300	Yolo
Year 2 - FY2024	Organization Wide	Disaster Recovery Emergency Preparedness and Response	Determine if the County has policies and procedures in place to ensure preparedness to identify, prevent, detect, respond, and recover in the event of a disaster or emergency.	300	Yolo

Risk Assessment Report and Proposed Internal Audit Plan

Estimated Timing/ Duration	Risk Category	Risk Titles/Processes	Preliminary Scope	Hours	Audit Team
			One-time project subtotal	**1,778**	
Year 2 - FY2024	Organization Wide	FWA Reporting and Hotline	Develop a fraud reporting and whistleblower policy and implement hotline.	100	Yolo
Year 2 - FY2024	Organization Wide	Purchase Card Transaction Testing	Perform a limited scope review of purchase card transaction testing.	80	Yolo
Year 2 - FY2024	Organization Wide	Accounts Payable Transaction Testing	Perform a limited scope review of accounts payable transaction testing.	80	Yolo
Year 2 - FY2024	Probation	Juvenile Books & Accounts	Perform a review over the Probation Department's juvenile books and accounts in accordance with the Welfare & Institutions Code Section 275.	20	Yolo
Year 2 - FY2024	Departments (various)	Cash Operations	Perform an Internal control review to determine whether adequate internal controls exist to provide reasonable assurance to county management that there is an acceptable level of operational accountability over cash.	300	Yolo
Year 2 - FY2024	Financial Services - Treasury	Cash Count	Conduct quarterly cash count as required by Government Code Section 26920(a)(1).	14	Yolo

Estimated Timing/ Duration	Risk Category	Risk Titles/Processes	Preliminary Scope	Hours	Audit Team
Year 2 - FY2024	Health & Human Services Agency	Fiscal Monitoring	Perform desk and site fiscal monitoring reviews for County Health & Human Services Agency as required by Code of Federal Regulations 2 CFR part 200 etal.	640	Yolo
			Annual continuous/mandated project subtotal	**1,234**	
			Total one-time year projects and annual continuous/mandated projects	**3,012**	
			Add one-time year projects, annual continuous/ mandated audits of 3,012 and "Other Activities" of 3,228 to arrive at just under 6,240 (3 FTE) hours	**6,240**	
Year 3 - FY2025	Information Technology	Change Management	Assess practices for normal and emergency changes to hardware/software used for infrastructure, host systems and release management.	300	Yolo
Year 3 - FY2025	General Services	Asset Management	Assess the Countywide asset management practices including needs identification, procurement, maintenance, and disposal.	200	Yolo
Year 3 - FY2025	Financial Services	American Rescue Plan Funding	Assess whether the American Rescue Plan funds were distributed in accordance with the allowable uses of the awards to achieve the intended program goals.	200	Yolo
Year 3 - FY2025	Health & Human Services Agency	Increased Case Load	Evaluate the department's policies and procedures, staffing levels, case load volume and system databases to determine if they are sufficient to administer program benefits to citizens when requested and as expected.	300	Yolo

Estimated Timing/ Duration	Risk Category	Risk Titles/Processes	Preliminary Scope	Hours	Audit Team
Year 3 - FY2025	Community Services	Regulatory Compliance	Assess all environmental regulatory requirements to determine if the County is in compliance with waste disposal regulations.	250	Yolo
Year 3 - FY2025	Child Support Services	Program Awareness and Funding	Evaluate the Child Support Services advertising initiatives to determine whether outreach is sufficient to increase citizens' participation and utilization of critical child and family services to a level that will ensure continued and increased funding for operations.	250	Yolo
Year 3 - FY2025	Organization Wide	Payroll Operations	Perform an Internal control review to determine whether adequate internal controls exist to provide reasonable assurance to county management that there is an acceptable level of operational accountability over payroll operations.	278	Yolo
			One-time project subtotal	**1,778**	
Year 3 - FY2025	Organization Wide	FWA Reporting and Hotline	Develop a fraud reporting and whistleblower policy and implement hotline.	100	Yolo
Year 3 - FY2025	Organization Wide	Purchase Card Transaction Testing	Perform a limited scope review of purchase card transaction testing.	80	Yolo
Year 3 - FY2025	Organization Wide	Accounts Payable Transaction Testing	Perform a limited scope review of accounts payable transaction testing.	80	Yolo

Estimated Timing/ Duration	Risk Category	Risk Titles/Processes	Preliminary Scope	Hours	Audit Team
Year 3 - FY2025	Probation	Juvenile Books & Accounts	Perform a review over Probation Department's juvenile books and accounts in accordance with the Welfare & Institutions Code Section 275.	20	Yolo
Year 3 - FY2025	Departments (various)	Cash Operations	Perform an Internal control review to determine whether adequate internal controls exist to provide reasonable assurance to county management that there is an acceptable level of operational accountability over cash.	300	Yolo
Year 3 - FY2025	Financial Services - Treasury	Cash Count	Conduct quarterly cash count as required by Government Code Section 26920(a)(1).	14	Yolo
Year 3 - FY2025	Health & Human Services Agency	Fiscal Monitoring	Perform desk and site fiscal monitoring reviews for County Health & Human Services Agency as required by Code of Federal Regulations 2 CFR part 200 etal.	640	Yolo
			Annual continuous/mandated project subtotal	**1,234**	
			Total one-time year projects and annual continuous/mandated projects	**3,012**	
			Add one-time year projects, annual continuous/ mandated audits of 3,012 and "Other Activities" of 3,228 to arrive at 6,240 (3 FTE) hours	**6,240**	

Outsourced Internal Audit Plan: Assurance Activities
Based on the risk assessment results, the table below summarizes the selected audits to be included in the Yolo County Three- Year Internal Audit Plan and executed by an outsourced provider. Due to the nature of this being a plan that spans 3 years, prioritized audit activities designated in this list for future years may potentially change as risk assessments are updated and risk ratings change, or new risks are identified.

Outsourced Internal Audit Plan

Estimated Timing/ Duration	Risk Category	Risk Titles/Processes	Preliminary Scope	Hours	Audit Team
Year 1 - FY2023	Information Technology	Governance and Strategy	Assess the IT strategic planning process. Understand how performance is evaluated, the operating budget is tracked, and resources are consumed.	250	Outsource
Year 1 - FY2023	Information Technology	Risk Management	Assess the practices around IT risk management, including the identification, treatment, tracking and reporting across the County.	250	Outsource
Year 1 - FY2023	Organization Wide	Subrecipient Compliance Monitoring	Assess and document a County-wide fiscal monitoring program, providing recommendations for ongoing fiscal monitoring, and potentially performing some of the 2022/2023 required desk reviews & site visits.	350	Outsource
Year 1 - FY2023	Human Resources	Payroll Processing and Changes CalPERS and payroll taxes	Perform a review of payroll processes including the CalPERS contribution and payroll taxes.	200	Outsource
			On-call Service Provider Year 1 Hours:	**1,050**	

Estimated Timing/ Duration	Risk Category	Risk Titles/Processes	Preliminary Scope	Hours	Audit Team
Year 2 - FY2024	Information Technology	Project and Portfolio Management and Helpdesk Ticketing	Assess the practices around scoping, approving managing and reporting on technology related projects Countywide vs. helpdesk ticketing.	250	Outsource
Year 2 - FY2024	Information Technology	Application Management	Assess the management of the organization's business applications including how they are developed, procured, modified, and managed as well as how application security is performed and the role of the IT Department in managing an application.	300	Outsource
Year 2 – FY2024	Information Technology	System Implementations including System Configuration, Functionality and Access	Audit and assess Yolo County's System Development Lifecycle (SDLC) process to ensure a standardized and controlled process is in place to minimize risk for implementing major new applications or changes to existing applications. The audit will include Infor and any systems procured by the County within the last two years, system configurations, functionality, and user access.	250	Outsource
			On-call Service Provider Year 2 Hours:	**800**	
Year 3 - FY2025	Organization Wide	Public Safety and Physical Security	Determine whether the County has implemented safety controls and facilities maintenance plans to reduce or eliminate exposure to loss of equipment, materials, and costs associated with replacing stolen items; loss of morale,	300	Outsource

Estimated Timing/ Duration	Risk Category	Risk Titles/Processes	Preliminary Scope	Hours	Audit Team
			safety, and trust from employees experiencing unsafe environment.		
Year 3 - FY2025	Information Technology	Operations and Monitoring/Capacity Management Database and Data Management	Evaluate the practices used to assess the reliability as well as controls around data entry, system validations, system access and the availability of data in Etrakit, CalSAWS, and Parcel Number Recorder Reference Search. Also, assess the manual processes being performed to remediate inaccuracies, where applicable. Review the capacity management practices including staffing levels, skillsets, hardware/software and the impact on end-user perceptions and service quality.	250	Outsource
Year 3 - FY2025	Organization Wide	Identity Access Management	Focus on the systems access controls across the county's various system/platforms including situations where third parties are accessing the county's systems including county employees accessing county and outside third-party systems such as banking platforms.	250	Outsource
			On-call Service Provider Year 3 Hours:	**800**	

Capacity of the Internal Audit Function

The capacity of any Internal Audit function is limited by staffing and availability of resources.

Internal Audit Function – Other Activities

The following table provides a high-level summary of the other activities Internal Audit will perform outside of the designated activities in the Three -Year Rolling Internal Audit Plan presented above.

Internal Audit Function Activities

Internal Audit Activity	Detail	Hours
Internal Audit Risk Assessment and Audit Planning	Annual Risk Assessment procedures and developing/updating the three-year Internal Audit Plan based on the results that are updated annually.	80
Continuous & Mandated Audits	Continuous and mandated audits may need to be completed by Internal Audit based on rules or regulations. These audits should be incorporated into the internal audit plan to allow ample time to complete the audit before any applicable deadlines. Current continuous and mandated audits include the following: ▪ FWA Reporting and Hotline (listed as continuous starting in Year 2 at 100 hours) ▪ Cash Audits ▪ Accounts Payable continuous auditing ▪ Purchase Card continuous auditing ▪ Treasury Cash Counts quarterly cash count as required by the Government Code Section 26920(a)(1). ▪ Fiscal Monitoring Services for County Health & Human Services Agency as required by Code of Federal Regulations 2 CFR part 200 etal. ▪ Probation Juvenile Books & Accounts Welfare & Institutions Code Section 275	See totals above

Internal Audit Activity	Detail	Hours
Ad Hoc Audits, Investigations, and Research	From time to time, Internal Audit is asked by the Board or by Executive management to perform certain audits or research. Baker Tilly estimates that, on average, each FTE is asked to perform 100 hours of this type of audit activity each year.	300
Follow-up on Prior Internal Audit Findings	Information requests, meetings, and additional verification/testing will be conducted to determine if prior issues have been remediated.	60
Financial Oversight Committee and Financial Services Administration	Administrative support for the Financial Oversight Committee and Audit Subcommittee meetings.	240
Internal Meetings and Planning	General planning, project management meetings, workload and planning reviews required by the IIA standards.	766
Staff Benefits and Leave	Required time based on labor barging units.	1170

Training, Professional Development, Office Non-productive Time	Estimate for three (3) FTE totaling 520 hours:
	    120 hours for training and continuing professional education (CPE)
	    100 Countywide Fiscal Foundations Series training
	    312 hours for office time (~2 hours / week)
		532

Internal Audit Activity	Detail	Hours
Manage Co-Sourced/External Resources	Yolo County will hire an external resource to execute several internal audits throughout the execution of the three-year internal audit plan. The hours noted here are the number of hours required for Internal Audit to manage and coordinate with external resources.	80
	Subtotal Other Internal Audit Activities	**3,228**

Three Year Audit Plan Hours by Fiscal Year

Internal Audit Activities	FY 2023	FY 2024	FY 2025
One time year projects	1,540	1,778	1,778
Annual continuous/mandated audits	1,472	1,234	1,234
Other internal audit activities	3,228	3,228	3,228
Total for 3 FTE	**6,240**	**6,240**	**6,240**

Three Year Audit Plan Hours by Fiscal Year

Outsourced Activities	FY 2023	FY 2024	FY 2025
One time year projects	1,050	800	800

Remaining Capacity for the Execution of the Internal Audit Plan

The planned activities Internal Audit will perform in a given year, are based on the assumption that the department will be staffed with 3 FTEs or equivalent. This plan will be reviewed and revised to accommodate changes in staffing levels.

Detailed Report

Background

Baker Tilly US, LLP (Baker Tilly), as engaged by the Yolo County Internal Audit Division, conducted a Risk Assessment for the Yolo County organization. This process consisted of identifying the audit universe, assessing internal controls and the governance structure within Yolo County to assemble and prioritize a risk register. The risk register facilitates the development of a Three-Year Internal Audit Plan.

We assessed a wide range of risk factors including compliance, governance, financial / accounting, information technology, human resources / people, production / operations, and strategy / planning. This report outlines our analysis of risks, based on the likelihood of occurrence and potential impact to the organization in the departments below:

- Agriculture
- Accessor/Clerk-Recorder/Registrar of Voters
- Child Support Services
- Community Services
- County Administrator's office
- County Counsel
- District Attorney
- Financial Services
- General Services
- Human Resources
- Health & Human Services Agency
- Innovation and Technology (Information Technology)
- Library
- Public Defender
- Probation
- Sheriff'-Coroner/Public Administrator

Reference the Baker Tilly Risk Dashboard (see **Appendix A**) used to facilitate a strategic and structured view of the potential risks within Yolo County, as well as the interdependencies between risks at multiple levels and across various factors.

The recommendations provided in this report are based on the information gathered through staff interviews and a review of pertinent organization-wide and departmental documentation. The interviews allowed Baker Tilly to assess the internal control environment to identify high impact areas for inclusion in the Yolo County Three-Year Internal Audit Plan.

Risk Assessment Approach

Baker Tilly's Risk Assessment approach consists of the following phases:

Risk Assessment Report and Proposed Internal Audit Plan

Phase 1: Project Planning, Initiation and Management
- Identify communication channels and reporting relationships and responsibilities of project staff
- Assign key responsibilities
- Conduct a kick-off meeting explaining the Risk Assessment process, timeline, and expectations

Phase 2: Survey and Information Gathering
- Evaluate the Risk Assessment survey results (distributed by Yolo County) to develop Risk Assessment interview questions
- Develop and distribute information requests (e.g., budget documents, policies, and procedures, etc.)
- Review prior audits, policies and procedures, and relevant documentation
- Conduct interviews with members of Yolo County Leadership and department personnel to identify areas of risk for inclusion in the Three-Year Internal Audit Plan

Phase 3: Analysis
- Develop an assessment strategy based on results of Risk Assessment, industry guidelines and standards
- Prepare a draft risk matrix and score risks based on impact and likelihood of an adverse event occurring and discuss with Internal Audit
- Develop a proposed Three-Year Internal Audit Plan

Phase 4: Reporting
- Develop a Risk Assessment report that summarizes the Risk Assessment methodology, analysis and Risk Assessment and a Three-Year Internal Audit Plan
- Document final the risk universe in the Internal Audit's RSM audit tool
- Finalize the Three-Year Internal Audit Plan and present to the Yolo County Audit Subcommittee and/or Board of Supervisors

In considering the results of the Risk Assessment, the following applies:

- The Risk Assessment process primarily measures inherent risk before any internal controls or management plans are applied. Yolo County may have plans, processes, and/or controls in place to mitigate many or all the identified risks. In this phase, we did not intend to assess Yolo County's response to these risks, although we gathered some understanding of risk mitigation approaches through our interviews. Internal controls and/or management plans will be assessed during audit execution.

- The Risk Assessment results in the following sections summarize the top risks to Yolo County. The risks are ranked based on potential impact and inherent likelihood for occurrence. When prioritizing risks, we consider likelihood of occurrence and the potential impact to the business. High likelihood/high impact risks should receive the most immediate attention.

Risk Assessment Scoring Methodology

Given the nature of county government organizations, when scoring risks, we considered various dimensions of risk factors including the following:

- **Compliance Risk** – The possibility of an event or condition occurring that influences the County's ability to achieve organizational objectives by conforming with business requirements, internal policies, guidelines, and commitments; policies and procedures; external requirements of governing bodies; or those placed on cooperating government / private organizations.

- **Governance Risk** – The possibility of County, Department, and Division governance being improperly developed, understood, or adhered to by County personnel. Mechanisms in place to control and test governance adherence and quality are lacking. Inefficiencies can't be remediated properly. Elected officials in the County are not well ingrained in the County's operation impacting the organization's leadership and, consequently, there is an inability to exercise appropriate oversight.

- **Financial / Accounting Risk** – The possibility of a threat to financing daily operations of the County and the County's cash flow and related transactions. Financial / Accounting risks also include risks relating to financial processes or financial systems required to perform or record department / organization wide functions; liquidity; credit and debt; market forces; interest and inflation; and other risks which threaten the County.

- **Information Technology Risk** – The possibility of threats to the security and operability to hardware and software used within the County which includes all enterprise systems and department specific technology. Risks may cause failures of technology systems; corruption or loss of County information; human error associated with technologies, as well as fraud, viruses and malicious software, spam, scams; and phishing attempts. This category also includes operations of the IT department and external parties tasked with maintaining County systems.

- **Human Resources / People Risk** – The possibility of an adverse event stemming from human capital elements including too few or too many personnel performing certain functions; misalignment or lack of skills; training and qualifications related concerns; or the effects of soft skills and personalities in a working environment. Noncompetitive employee benefits can also cause human resources / people risk.

- **Production / Operations Risk** – The possibility of an event or condition occurring that will influence the ability of the County to achieve its objectives through the transformation of inputs into outputs and adequate service delivery. This can also include the physical safety and environmental circumstances of the County when performing its various functions.

- **Reporting Risk** – The possibility of a lack of competent and effective reporting mechanisms for internal and external functions of the County. The possibility of a lack of transparency due to inaccurate or incomplete results of operations being relied upon to make business decision by internal management, the governing body, and the public.

- **Strategy / Planning Risk** – The possibility of an event or condition occurring that will threaten the County's prosperity and existence in the long term or the ability for the County to effectively plan and idealize its strategic direction.

Baker Tilly scored each risk based on likelihood of an adverse event and the corresponding impact. "Likelihood" considers, in the absence of control and risk mitigation efforts, the relative possibility of adverse events occurring. If a related risk event were to occur, "Impact" considers implications relative to compliance, governance, finance/accounting, information technology, human resources/people, production/operations, reporting, or strategy/planning. Risks were rated on a scale of 1 to 5 for both likelihood and impact, and final risk ratings were determined by multiplying likelihood by impact ratings. The use of the consultants' judgment as well as feedback from Internal Audit and key Yolo County staff determined the final risk scores.

Risk Heat Map

A risk heat map is a graphical representation of risks based on the final risk scores (ending result after multiplication of the numerical likelihood and impact rating scores). The figure below depicts a risk heat map illustrating the risk scores that would coincide with each quadrant and their related classification of very low, low, moderate, high, and very high.

Exhibit 1 – Risk Heat Map: Severity

Severity Matrix

Impact						
Very High	5	Low	Moderate	High	Very High	Very High
High	4	Low	Moderate	High	High	Very High
Moderate	3	Very Low	Low	Moderate	High	High
Low	2	Very Low	Very Low	Low	Moderate	Moderate
Very Low	1	Very Low	Very Low	Low	Low	Moderate
		Likelihood				
		1	2	3	4	5
		Rare	Unlikely	Possible	Likely	Highly Likely

Risk Levels Legend

Risk Levels	Low End	High End
Very High	15.01	25
High	10.01	15
Moderate	6.01	10
Low	3.01	6
Very Low	1	3

Risk Assessment Report and Proposed Internal Audit Plan

Likelihood of an Adverse Event

The table below defines the likelihood scoring definitions, which were applied to each risk to determine risk likelihood ratings.

Exhibit 2 – Risk Likelihood Definitions

Likelihood Definitions		
Likelihood	**Scale**	**General**
Very Likely	5	Weekly (50+ occurrences annually)
Likely	4	Monthly (10-50 occurrences annually)
Somewhat Likely	3	Annually (>10 occurrences annually)
Unlikely	2	Once every 2 years
Rare	1	Less than once every 2 years

Impact of an Adverse Event

Baker Tilly considered many risks and potential adverse events – refer to **Appendix A** for the complete risk matrix. As part of the analysis, we considered risks related to major projects and initiatives as well as risks associated with specific functional areas of the organization.

The table below defines the impact scoring definitions, which were applied as applicable to determine risk impact ratings.

Exhibit 3 – Risk Impact Definitions

Impact Definitions - General			
Impact	**Scale**	**Financial**	**General**
High	5	Event causes a $100k or greater impact to revenue, expense, or net revenue.	Very significant and long term impact to revenue, profit, entity image, and/or people
Elevated	4	Event causes a $50k - 100k impact to revenue, expense, or net revenue.	Significant and sustained impact to revenue, profit, entity image, and/or people
Moderate	3	Event causes a $25k - $50k impact to revenue, expense, or net revenue.	Moderate and short-term impact to revenue, profit, entity image, and/or people
Minor	2	Event causes a $5k - $25k impact to revenue, expense, or net revenue.	Moderately low impact to revenue, profit, and/or entity image which can be overcome w/in 1 year
Insignificant	1	Event causes less than $5k impact to revenue, expense, or net revenue.	Low impact to revenue, profit, and/or entity image which can be overcome within one quarter of occurrence

Impact - Major Initiatives		
Impact	**Scale**	**Financial**
High	5	$50M+
Elevated	4	$25M - $49.99M
Moderate	3	$10M - $24.99M
Minor	2	$5M - $9.99M
Insignificant	1	<$5M

Themes – Realities in Considering the Risk Landscape

Through the Risk Assessment, we noted common themes that appear to transcend multiple areas of the organization and impact the risk profile of many areas that we assessed. These themes inform the Risk Assessment process and include:

Systems Utilized

Yolo County's Departments rely on various technologies and software solutions and systems ranging from enterprise resource planning software to function specific technologies both hardware and software. There is a need to update systems both at an organization level, i.e., those that integrate data and functionality across departments, as well as update department and task specific assets. Without updated systems and technologies in a timely fashion, the County faces inefficiencies and quality delivery concerns for public facing as well as non-public facing operations.

Funding Concerns

Concerns for forecast revenues, which departments rely on to serve the County, were noted both throughout the interview process and by Baker Tilly during our risk analysis. Concerns can include funding uncertainty due to state or federal involvement, changing economic conditions locally, efficiency of County funds directed by the Board and County Management, and routine decreases in annual budgets. While funding concerns are common among entities like Yolo County (primarily funded through taxpayer dollars), there is an increased concern for the financial state of the County in the coming years, limiting the confidence personnel must deliver on already constrained budgets.

Staffing Demands

Staffing shortages continue to impact the County which manifest in workload increases, decreased retention, impacts on service quality, and decrease in positive workplace culture. Additionally, Yolo County has several long-term employees in key positions that have low turnover. As long-term employees retire or leave Yolo County, filling vacant positions may result in steep learning curves and acclimation periods that are costly. There is a need for proactive formal succession planning, retention, and structured knowledge transfer across the organization.

Control Environment / Policies and Procedures

Limited policies and procedures documentation exist within the organization, which results in some undefined or loosely defined roles and responsibilities. Without policies and procedures that are continuously updated for alignment with the duties and responsibilities of each department, Yolo County will not have adequate guidance for decision making, accountability and responsibility metrics and may not be optimizing its limited resources.

Risk Assessment Results

The Risk Assessment results below represent the risks identified, as well as their relative potential impact of and inherent likelihood for occurrence, with some consideration of the current state within Yolo County. The risks are ordered from highest risk to the lowest, and are grouped into high, moderate, and low risk categories based on the methodology summarized on the prior page. Refer to **Appendix A** to review the full Risk Matrix including risk details and likelihood and impact scoring.

Exhibit 4 – Risk Assessment Results

Very High Risks – 86

Access to CalSAWS and consortium cooperation	Compensation Benchmarking Methodology	Health and Human Services Technology Data Security	Physical Equipment / Machinery Safety	Technology Strategic Planning
Accounts Payable Human Error	Compliance with Central Landfill Disposal Policies	Human Resources Recruitment Talents	Procurement Oversight and Administration	Technology Strategy and Service Quality
Accounts Payable Late Payment	Contract Admin Compliance Review	Human Resources Recruitment Targets	Procurement Process Divergence	Vendor Contract Compliance Performance Monitoring
Accounts Payable Process / Aging Invoices	County Cross-functional Training	Improper Subrecipient Funding Uses	Procurement Processes Inefficiencies	
Airport Operation Compliance	COVID-19 Requirements / Financial	Infor System Policies	Property Tax Assessment Staffing	
Airport Operation Staffing Shortages	Demand Impact on Procurement Processes	Infor System Security	Reputational Risk due to Coordination with Unprofessional Community Organizations	
Airport Operation Capital / Operating Expenses	Departmental Funding	Infor System Segregation of Duties	Risk of Negative Community / County Organization Impact from Missused American Rescue Plan Funding.	
Airport Operation Safety	Departmental Funding and Budgeting Process	Infor System Training	Safety Legal Risks	
American Rescue Plan Funding Disagreement	Departmental Funding and Service Quality	Information Technology Risk Management Identification	Staffing Shortage Impacting County Compliance	
American Rescue Plan Funding Monitoring	Depleted Seasonal / As-Needed Support Staff	Insufficient ITS Personnel to Meet County Technology Demands	Staffing Shortages / Growing Case Loads	
American Rescue Plan Penalties	Detention Facilities / Evidence Management Compliance	Investment Policy Compliance	Staffing Shortages /Technology – Programs	
Application Management Controls	Detention Facilities / Evidence Management Construction	Investments, Debt, and Cash Management – Fraud	Staffing Shortages Service Quality	
Asset Management Change Management	Detention Facilities / Evidence Management Controls	Investments, Debt, and Cash Management – Inefficiencies	Subrecipient Compliance	
Benefit Vendors Missusing County Provided Data	Detention Facilities / Evidence Management Escape	ITS Service Quality	Subrecipient Relations	
Building Security and Employee Safety	Detention Facilities / Evidence Management Training	Need for ITS Department Change Management Roles	Succession Planning / Knowledge Transfer	
Capital Projects 2022-23 Funding	Employee Recruiting and Competitive Benefits	Outdated Systems / Technology – Enterprise System Catalog Updated Information	System Issues / eTRAKIT	
Capital Projects 2022-23 Management	Employee Retention – Compensation	Overcrowding Effects on Detention Facility Safety	System Issues / Time Entry	
Change Management Processes and Procedures	Enterprise Resources Planning Cloud Suite Implementation	Payroll Auditing	System Issues/trouble shooting	
Coding Compliance	General Accounting Errors	Payroll Errors	System Issues/Yolo phone system	
Community-Based Organization Contracting	General Accounting Training	Payroll Personnel	Technology Demand Impacting Cyber Security	
Community-Based Organization Fraud	Health and Human Services Revenue Loss	Payroll Policy Compliance		

High Risks - 87

A-87 Cost Allocation Plan	Electronic Filing: Business Property State Data Management	Grants Management Application Strategy	Parks / Building Maintenance	State and County Agriculture Agency Process Efficiency
Accounts Receivable Outstanding Balances	Electronic Filing: Business Property State Filing Accuracy	Grants Management Reporting	Parks / Building Maintenance Compliance	Succession Planning – Service Quality
Accounts Receivable Redirected Payments	Electronic Filing: Business Property State Website	Human Resources Onboarding Duration	Parks / Building Maintenance Financial	Technology Services Staff Demands / Project Volume
Agriculture – State Agency Funding	Electronic Filings for Business Properties Malfunctioning	Human Resources Laws Compliance	Permitting Procedures Safety Impacts	
Agriculture Violators Disputes and Litigation	Emergency Preparedness and Response Financial Impacts	Human Resources Legal Penalties	Policies and Procedures – Knowledge Loss	
Asset Management Long-term Planning	Emergency Preparedness and Response Policies	Human Resources Process Quality / Internal Customers	Processes and Procedure Capture	
Asset Management Tracking	Emergency Preparedness and Response Technology	Insecure Asset Management Data Loss	Program Revenues	
Budget Constraint Impacting Human Resources Recruitment	Employee Leave / FMLA Legal	Internal Funding Stability	Project Prioritization in Innovation and Technology / Helpdesk Ticketing	
Cannabis Regulatory Project Compliance	Employee Leave / FMLA Tracking	Investments, Debt, and Cash Management	Public is Unaware of Child Support Service Programs	
Cannabis Regulatory Project Legal Support	Employee Records Finances	Lack of Personal Information Tracking Hindering Unemployment Claim Response	Public Records Requests Delivery	
Cannabis Regulatory Project Revenue Loss	Employee Records Guidance	Legal / Criminal Justice Compliance	Public Trespassing and Homelessness	
Community-Based Watchdog Organization Litigation	Employee Records Management	Multi-Factor Authentication & Data Breach	Public Water Systems and Inffrastructure Impacting Environmental Health	
Consumer Fraud and Environmental Protection	Environment Risks Asset Damage	Ongoing Litigation	Radio Frequency Identification & Body Cams Implementation	
Consumer Fraud and Environmental Protection Controls	Environment Risks Water Usage	Outdated Systems / Technologies	Radio Frequency Identification and Body Cams Implementation	
Consumer Fraud and Environmental Protection Skill	Environmental Health Division / Protection service Compliance	Outdated Systems / Technology – Digital Communication Accuracy	Remote Work Secure Connection	
County Counsel Ongoing Litigation	Environmental Risks Causing Damage to Property	Outdated Systems / Technology – Digital Communication Controls	Risk Management Function Efficiencies	
Cyber Security Awareness Training	Federal and State Compliance	Outdated Systems / Technology – Probation Lawsuit Database	Security / Airport Safety Compliance	
Cyber Security Confidential Info. Loss	Fraud Damages	Outdated Systems / Technology – Probation Lawsuit Database Delays	Security / Airport Safety Theft	
Data / Database Management	Fraud Potential In County Organization Finances	Outdated Systems / Technology – Probation Lawsuit Database Security	Security / Airport Safety Work Environment	
Data Storage Security Strength	Fraud Prevention Control Gaps	Parcel Number Recorder and Reference Search Using Outdated	Staffing Shortages / Risk Management Function	
Data Storage State and Federal Compliance	Grants Management	Parcel Number Recorder's Reference Search Accuracy	State and County Agency Compliance Demand	

Moderate Risks - 87

Adult Service Arrests	COVID-19 Requirements / Compliance	Institutional Knowledge Loss due to Outdated Organizational Policies and Procedures	Policies and Procedures - EEOP	White Collar Crime & Fraud Prosecution Officer Safety
Application Management Implementation	Current Hazard Mitigation Projects	Institutional Services Sentencing Approach	Recorder Filings	White Collar Crime & Fraud Prosecution Public Image
Auditing Policies and Procedures Limited by Lack of Documentation	Current Hazard Mitigation Projects Emergency Hotlines	International Shipment and Organic Grower Certification Non-Compliance	Reliable and Up-to-date Information for Building Inspection Services	Yolo County Tribal Agreements Opportunity
AWS Systems Optimization	Defender Staff Experience	Investigations Unit Communication	Retirement Home Village Acquisition Losses	
Building Inspection Service Staffing	Employee Performance Reviews	Investigations Unit Officer Safety	Retirement Home Village Acquisition Ongoing Litigation	
Building Inspection Services / Code	Employee Performance Reviews Laws	Investigations Unit Process Controls	Retirement Home Village Acquisition	
Building Inspection Services Quality	Employee Performance Tracking	Investigations Unit Public Image	Safety of Investigators in the High Tech Crimes Unit	
California Child Support Program Changes Compliance	End-User Cyber Security	Juvenile Services Legal Compliance	Skilled Personnel and Workload	
California Child Support Program Changes Staffing	Financial Services Support	Juvenile Services Public Awareness	Staffing Shortages for Services / Programs	
Central Landfill Hazardous Material Safety	Financial Services Support Burnout	Juvenile Services Service Quality	Succession Planning - Disruption to Service Delivery	
Civil Action / Annual Penalties Staffing	GASB 87 - Accounting Standard	Lack of Proper Case Review Processes and Controls for Conviction and Sentence Review Unit	Succession Planning - Loss of Revenue	
Civil Action / Annual Penalty Processes	GIS Mapping Controls	Landfill Capital Project Budgeting	System Reliance and Updates	
Civil Action and Agriculture Annual Penalties	GIS Mapping Inefficiency	Landfill Capital Project Compliance	Vendor Relations	
Conviction & Sentence Review Unit Claims Analysis	High Tech Crimes Unit Controls	Liability in Equal Employment Practices	Victim Assistance and Family Protection Compliance	
Conviction & Sentence Review Unit Reputation	High Tech Crimes Unit Skills	Loss of Funding due to Inefficiencies from Alternative Sentiencing Programs	Victim Assistance and Family Protection Public Image	
Correctional Officer Involved Incidents	Inaccurate Data Impacts on GIS Mapping	Officer Safety Risks	Vital Records / Recording Function Staffing	
Correctional Officer Training	Inadequate Certification Trainings	Outdated Systems / Technology - County Website	Vital Records / Recording Legal Complaints	
County and Department Policies and Procedures Alignment	Ineffective Coordination Amongst County Departments	Outdated Systems / Technology - County Website Access	Vital Records / Recording Reporting Quality	
County Counsel Contract Review	Inspection Quality	P-Card Audit Public Defense	Vote Registration Operations	
County Counsel Representation	Inspector Certification / Training Quality	Permitting Procedures Compliance	Vote Registration Operations Data Security	
County Elections Processes / Collections	Inspector Workload Burdens	Permitting Procedures Skills	White Collar Crime & Fraud Prosecution Controls	

Low Risks – 16

Building Inspection Services County Floodplain Management	Building Inspection Services Floodplain management Technical Skills	Building Inspection Services Nation and Regional Floodplain Management	College Intern Program	Disaster Recovery / Property Tax Relief Efficiency
Disaster Recovery / Property Tax Relief Quality	Implementation Innovative Projects	Implementation Innovative Projects Collaboration	Implementation Innovative Projects Compliance	Insurance Claims / 3rd Party Vendor Services
Lack of Communication Between Departments	Parks / Regulations Fishing Compliance	Payroll Audit Technology	Relations / Agriculture and Cooperative Extension	Staffing Shortages / Analyst Role
Yolo County Tribal Agreements Compliance				

Very Low Risks – 6

Assessor Digitization of Records Workloads	Esparto Recycling & Transfer Station / Garbage and Recycling Services Quality	Improper Disposal Practices at Esparto Recycling & Transfer Station / Garbage and Recycling	Juvenile Detention Center Staffing Shortages	Juvenile Detention Center Revenue Loss
Juvenile Detention Center Service Quality				

High Priority Risk Areas

The following is a risk heat map with the risk categories identified as high priority (i.e., high potential impact, high likelihood of occurrence). Individual risks have been grouped into these functional categories for ease of review and discussion. Refer to **High Priority Risk Detail** on the next page for the risks that fall under each high-risk category, as well as **Appendix A** for additional risk details.

One of the primary goals of this Risk Assessment is to address current challenges to avoid future problems before they arise. Not all the risks identified within each functional group resulting in the heat map scoring would be audited or evaluated by an Internal Audit Division, but rather may need to be managed, monitored, and/or accepted by Yolo County. The Risk Assessment will ultimately serve to facilitate the development of an internal audit plan.

Exhibit 5 – Risk Heat Map: Functional Areas by High Risks

Risk Rating	
High Risks:	10 - 15
Very High Risks:	16 - 25
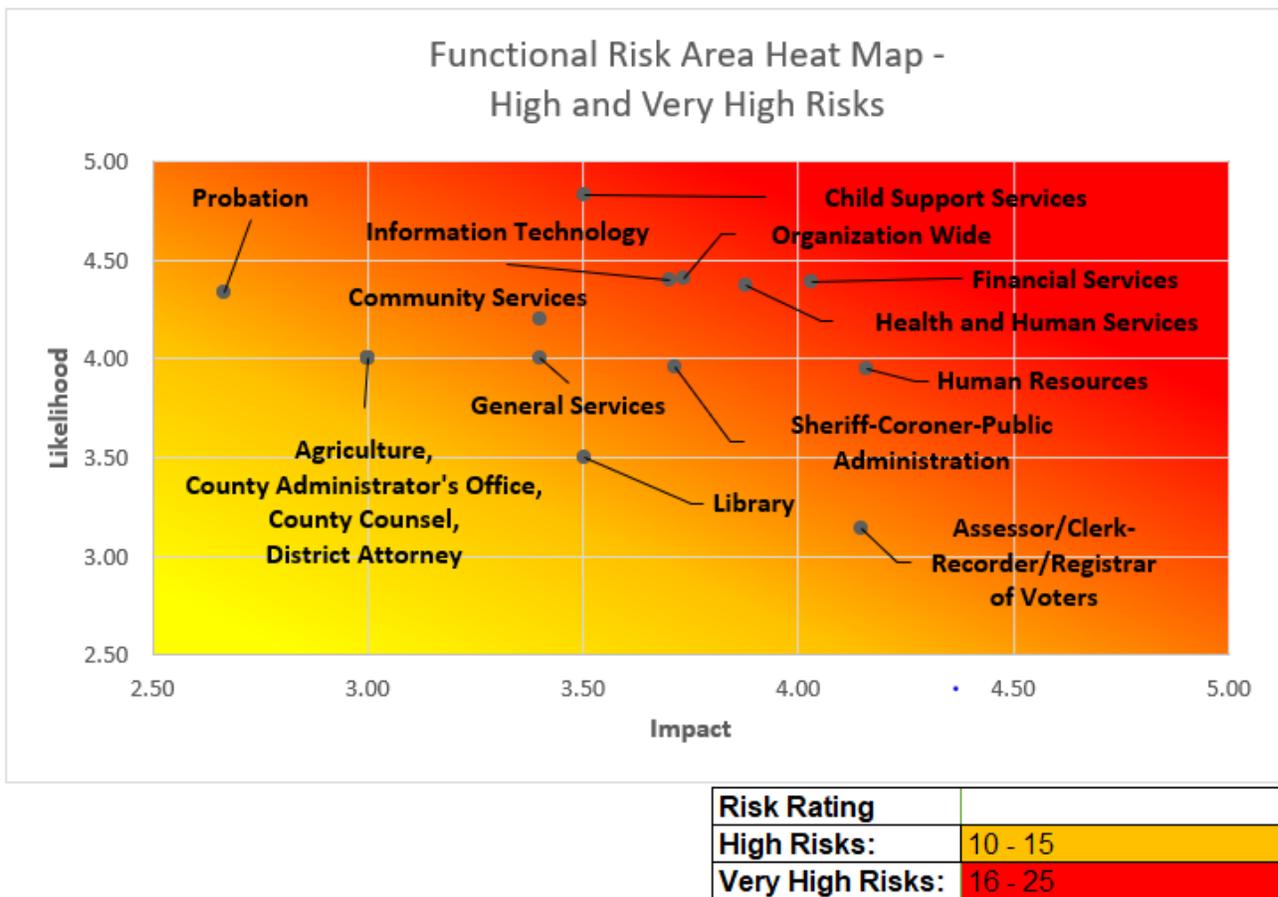
Across these functional areas above, various High, Moderate, and Low risks were identified (**see Appendix A**). The Heat Map shows the average scores for combined High and Moderate risks for each functional area. When determining the prevalence of High risks, the risk category best describes the nature of the risk as a form of classification. The High-Risk Categories used in our analysis are ranked below.

Ranking by Risk Factors - High Risks and Very High Risks

Risk Factor	High Risks	Very High Risks
Production / Operations Risk	24	19
Human Resources / People Risk	11	21
Finance / Accounting Risk	15	13
Strategy / Planning Risk	10	6
Compliance Risk	9	9
Information Technology Risk	9	8
Governance Risk	5	9
Reporting Risk	4	1

High Priority Risk Detail

The high risks and their individual risk ratings are presented below along with the respective categories and risk rating.

Exhibit 6 – High Risks and Individual Risk Ratings

Risk ID	Functional Area	Risk Title	Likelihood (1-5)	Impact (1-5)	Score	Low, Moderate, High
1. External						
70	Organization Wide	Vendor Contract Compliance Performance Monitoring	4	5	20	Very High
25	Organization Wide	Enterprise Resources Planning Cloud Suite Implementation	5	4	20	Very High
10	Financial Services	Risk of Negative Community / County Organization Impact from Misused American Rescue Plan Funding.	4	4	16	Very High
276	Organization Wide	Reputational Risk due to Coordination with Unprofessional Community Organizations	4	4	16	Very High
27	Organization Wide	Environmental Risks Causing Damage to Property	3	5	15	High
28	Organization Wide	Environment Risks Water Usage	3	5	15	High
29	Organization Wide	Environment Risks Asset Damage	3	5	15	High
126	Child Support Services	Public is Unaware of Child Support Service Programs	3	5	15	High
18	Organization Wide	Cannabis Regulatory Project Legal Support	3	4	12	High
139	Sheriff's Office	Public Trespassing and Homelessness	3	4	12	High
2. Financial						
67	Financial Services	Accounts Payable Process / Aging Invoices	5	5	25	Very High
181	Organization Wide	COVID-19 Requirements / Financial	5	5	25	Very High
261	Financial Services	Investments, Debt, and Cash Management - Inefficiencies	5	5	25	Very High
262	Financial Services	Investments, Debt, and Cash Management - Fraud	5	5	25	Very High
7	Financial Services	American Rescue Plan Penalties	4	4	16	Very High
9	Financial Services	American Rescue Plan Funding Disagreement	4	4	16	Very High
15	Organization Wide	Departmental Funding and Service Quality	4	4	16	Very High
16	Organization Wide	Departmental Funding	4	4	16	Very High
42	General Services	Airport Operation Capital / Operating Expenses	4	4	16	Very High
48	Sheriff's Office	Detention Facilities / Evidence Management Construction	4	4	16	Very High
52	Organization Wide	Capital Projects 2022-23 Funding	4	4	16	Very High
202	Human Resources	Payroll Errors	4	4	16	Very High
216	Health and Human Services Agency	Health and Human Services Revenue Loss	4	4	16	Very High

Risk ID	Functional Area	Risk Title	Likelihood (1-5)	Impact (1-5)	Score	Low, Moderate, High
274	Organization Wide	Community-Based Organization Fraud	4	4	16	Very High
127	Child Support Services	Program Revenues	3	5	15	High
199	Human Resources	Employee Leave / FMLA Tracking	5	3	15	High
19	Organization Wide	Cannabis Regulatory Project Revenue Loss	3	4	12	High
132	Library	Internal Funding Stability	4	3	12	High
192	Human Resources	Employee Records Finances	4	3	12	High
86	County Counsel	Ongoing Litigation	3	4	12	High
98	Agriculture	Agriculture - State Agency Funding	3	4	12	High
103	Financial Services	Fraud Potential in County Organization Finances	3	4	12	High
105	Financial Services	Fraud Damages	3	4	12	High
187	General Services	Parks / Building Maintenance Financial	3	4	12	High
260	Financial Services	Investments, Debt, and Cash Management	3	4	12	High
264	County Administrator's Office	Grants Management Reporting	3	4	12	High
265	County Administrator's Office	Grants Management Application Strategy	3	4	12	High
267	Financial Services	Accounts Receivable Outstanding Balances	3	4	12	High
268	Financial Services	Accounts Receivable Redirected Payments	3	4	12	High
121	Organization Wide	Budget Constraint Impacting Human Resources Recruitment	2	5	12	High
93	Financial Services	A-87 Cost Allocation Plan	2	5	10	High
3. Legal and Regulatory						
2	Health and Human Services Agency	Coding Compliance	5	5	25	Very High
77	Financial Services	Procurement Process Divergence	5	5	25	Very High
263	Financial Services	Investment Policy Compliance	5	5	24	Very High
71	Organization Wide	Contract Admin Compliance Review	4	5	20	Very High
90	Organization Wide	Subrecipient Compliance	4	5	20	Very High
91	Organization Wide	Improper Subrecipient Funding Uses	4	5	20	Very High
92	Organization Wide	Subrecipient Relations	4	5	20	Very High
271	Human Resources	Payroll Policy Compliance	5	4	20	Very High
8	Financial Services	American Rescue Plan Funding Monitoring	4	4	17	Very High
35	Community Services	Compliance with Central Landfill Disposal Policies	4	4	16	Very High
41	General Services	Airport Operation Compliance	4	4	16	Very High
69	Organization Wide	Safety Legal Risks	4	4	16	Very High
44	Sheriff's Office	Detention Facilities / Evidence Management Compliance	4	4	16	Very High
112	Human Resources	Human Resources Laws Compliance	3	5	15	High
113	Human Resources	Human Resources Legal Penalties	3	5	15	High
149	Organization Wide	Emergency Preparedness and Response Policies	3	5	15	High
200	Human Resources	Employee Leave / FMLA Legal	5	3	15	High
99	Agriculture	State and County Agency Compliance Demand	3	4	12	High
101	Agriculture	Agriculture Violators Disputes and Litigation	3	4	12	High
106	Information Technology	Data Storage State and Federal Compliance	3	4	12	High
119	Organization Wide	Community-Based Watchdog Organization Litigation	3	4	12	High
134	Human Resources	Risk Management Function Efficiencies	3	4	12	High
159	Community Services	Environmental Health Division / Protection service Compliance	3	4	12	High
184	General Services	Security / Airport Safety Compliance	3	4	12	High
185	General Services	Parks / Building Maintenance	3	4	12	High
186	General Services	Parks / Building Maintenance Compliance	3	4	12	High

Risk Assessment Report and Proposed Internal Audit Plan

Risk ID	Functional Area	Risk Title	Likelihood (1-5)	Impact (1-5)	Score	Low, Moderate, High
227	District Attorney	Consumer Fraud and Environmental Protection	3	4	12	High
278	Assessor/Clerk-Recorder/Registrar of Voters	Federal and State Compliance	3	4	12	High
118	Organization Wide	Legal / Criminal Justice Compliance Risk	3	4	11	High
4. Processes						
65	Financial Services	Accounts Payable Late Payment	5	5	25	Very High
66	Financial Services	Accounts Payable Human Error	5	5	25	Very High
74	Financial Services	Procurement Processes Inefficiencies	5	5	25	Very High
75	Financial Services	Procurement Oversight and Administration	5	5	25	Very High
53	Organization Wide	Capital Projects 2022-23 Management	4	5	20	Very High
242	Information Technology	Outdated Systems / Technology - Enterprise System Catalog Updated Information	4	5	20	Very High
252	Information Technology	Change Management Processes and Procedures	4	5	20	Very High
269	Financial Services	Payroll Auditing	5	4	20	Very High
273	Financial Services	General Accounting Errors	5	4	20	Very High
14	Organization Wide	Departmental Funding and Budgeting Process	4	4	16	Very High
43	Sheriff's Office	Detention Facilities / Evidence Management Controls	4	4	16	Very High
78	Human Resources	Compensation Benchmarking Methodology	4	4	16	Very High
79	Organization Wide	Employee Retention - Compensation	4	4	16	Very High
215	Health and Human Services Agency	Staffing Shortages Service Quality	4	4	16	Very High
275	Organization Wide	Community-Based Organization Contracting	4	4	16	Very High
110	Information Technology	Project Prioritization in Innovation and Technology / Helpdesk Ticketing	5	3	15	High
137	Health and Human Services Agency	Processes and Procedure Capture	3	5	15	High
146	Community Services	Permitting Procedures Safety Impacts	3	5	15	High
247	Information Technology	Outdated Systems / Technology - Digital Communication Controls	3	5	15	High
1	Organization Wide	Public Records Requests Delivery	4	3	12	High
108	Organization Wide	Human Resources Process Quality / Internal Customers	4	3	12	High
168	Assessor/Clerk-Recorder/Registrar of Voters	Electronic Filing: Business Property State Filing Accuracy	4	3	12	High
193	Human Resources	Employee Records Guidance	4	3	12	High
194	Human Resources	Lack of Personal Information Tracking Hindering Unemployment Claim Response	4	3	12	High
17	Organization Wide	Cannabis Regulatory Project Compliance	3	4	12	High
100	Agriculture	State and County Agriculture Agency Process Efficiency	3	4	12	High
130	Library	Succession Planning - Service Quality	3	4	12	High
229	District Attorney	Consumer Fraud and Environmental Protection Controls	3	4	12	High
266	County Administrator's Office	Grants Management	3	4	12	High
148	Organization Wide	Emergency Preparedness and Response Technology	2	5	10	High
5. Safety and Physical Security						
116	Organization Wide	Physical Equipment / Machinery Safety	4	5	20	Very High
40	General Services	Airport Operation Safety	4	4	16	Very High
45	Sheriff's Office	Detention Facilities / Evidence Management Escape	4	4	16	Very High
46	Sheriff's Office	Overcrowding Effects on Detention Facility Safety	4	4	16	Very High
68	Organization Wide	Building Security and Employee Safety	4	4	16	Very High

Risk ID	Functional Area	Risk Title	Likelihood (1-5)	Impact (1-5)	Score	Low, Moderate, High
160	Community Services	Public Water Systems and Infrastructure Impacting Environmental Health	3	4	12	High
182	General Services	Security / Airport Safety Theft	3	4	12	High
183	General Services	Security / Airport Safety Work Environment	3	4	12	High
6. Technology and Systems						
3	Human Resources	Infor System Segregation of Duties	5	5	25	Very High
4	Human Resources	Infor System Policies	5	5	25	Very High
6	Human Resources	Infor System Security	5	5	25	Very High
123	Child Support Services	System Issues/Yolo phone system	4	5	20	Very High
124	Child Support Services	Access to CalSAWS and consortium cooperation	4	5	20	Very High
251	Information Technology	Asset Management Change Management	4	5	20	Very High
254	Information Technology	Information Technology Risk Management Identification	4	5	20	Very High
255	Information Technology	Technology Strategy and Service Quality	4	5	20	Very High
150	Organization Wide	System Issues / Time Entry	5	4	20	Very High
59	Information Technology	Technology Demand Impacting Cyber Security	4	4	16	Very High
60	Information Technology	Insufficient ITS Personnel to Meet County Technology Demands	4	4	16	Very High
61	Information Technology	ITS Service Quality	4	4	16	Very High
155	Community Services	System Issues / eTRAKIT	4	4	16	Very High
218	Health and Human Services Agency	Health and Human Services Technology Data Security	4	4	16	Very High
256	Information Technology	Technology Strategic Planning	4	4	16	Very High
259	Information Technology	Application Management Controls	4	4	16	Very High
72	Information Technology	Cyber Security Awareness Training	3	5	15	High
73	Information Technology	Cyber Security Confidential Info. Loss	3	5	15	High
170	Assessor/Clerk-Recorder/Registrar of Voters	Parcel Number Recorder and Reference Search Using Outdated Information	5	3	15	High
171	Assessor/Clerk-Recorder/Registrar of Voters	Parcel Number Recorder's Reference Search Accuracy	5	3	15	High
246	Assessor/Clerk-Recorder/Registrar of Voters	Outdated Systems / Technology - Digital Communication Accuracy	3	5	15	High
166	Assessor/Clerk-Recorder/Registrar of Voters	Electronic Filings for Business Properties Malfunctioning	4	3	12	High
167	Assessor/Clerk-Recorder/Registrar of Voters	Electronic Filing: Business Property State Data Management	4	3	12	High
169	Assessor/Clerk-Recorder/Registrar of Voters	Electronic Filing: Business Property State Website	4	3	12	High
191	Human Resources	Employee Records Management	4	3	12	High
24	Organization Wide	Remote Work Secure Connection	3	4	12	High
107	Information Technology	Data Storage Security Strength	3	4	12	High
114	Organization Wide	Outdated Systems / Technologies	3	4	12	High
135	Sheriff's Office	Radio Frequency Identification and Body Cams Implementation	3	4	12	High
136	Sheriff's Office	Radio Frequency Identification & Body Cams Implementation	3	4	12	High

Risk Assessment Report and Proposed Internal Audit Plan

Risk ID	Functional Area	Risk Title	Likelihood (1-5)	Impact (1-5)	Score	Low, Moderate, High
140	Probation	Outdated Systems / Technology - Probation Lawsuit Database	3	4	12	High
142	Probation	Outdated Systems / Technology - Probation Lawsuit Database Security	3	4	12	High
143	Child Support Services	Multi-Factor Authentication & Data Breach	3	4	12	High
248	Financial Services	Asset Management Tracking	3	4	12	High
249	Financial Services	Asset Management Long-term Planning	3	4	12	High
250	Financial Services	Insecure Asset Management Data Loss	3	4	12	High
257	Information Technology	Data / Database Management	3	4	12	High
141	Probation	Outdated Systems / Technology - Probation Lawsuit Database Delays	2	5	10	High
7. Workforce						
5	Organization Wide	Infor System Training	5	5	25	Very High
76	Financial Services	Demand Impact on Procurement Processes	5	5	25	Very High
56	Organization Wide	County Cross-functional Training	4	5	20	Very High
57	Organization Wide	Staffing Shortage Impacting County Compliance	4	5	20	Very High
58	Organization Wide	Depleted Seasonal / As-Needed Support Staff	4	5	20	Very High
120	Organization Wide	Human Resources Recruitment Talents	4	5	20	Very High
122	Organization Wide	Human Resources Recruitment Targets	4	5	20	Very High
125	Child Support Services	System Issues/trouble shooting	4	5	20	Very High
253	Information Technology	Need for ITS Department Change Management Roles	4	5	20	Very High
270	Human Resources	Payroll Personnel	5	4	20	Very High
39	General Services	Airport Operation Staffing Shortages	4	4	16	Very High
47	Sheriff's Office	Detention Facilities / Evidence Management Training	4	4	16	Very High
63	Organization Wide	Succession Planning / Knowledge Transfer	4	4	16	Very High
64	Financial Services	Property Tax Assessment Staffing	4	4	16	Very High
201	Human Resources	Benefit Vendors Misusing County Provided Data	4	4	16	Very High
203	Human Resources	Employee Recruiting and Competitive Benefits	4	4	16	Very High
214	Health and Human Services Agency	Staffing Shortages / Growing Case Loads	4	4	16	Very High
217	Health and Human Services Agency	Staffing Shortages /Technology - Programs	4	4	16	Very High
272	Financial Services	General Accounting Training	4	4	16	Very High
138	Health and Human Services Agency	Policies and Procedures - Knowledge Loss	3	5	15	High
147	Organization Wide	Emergency Preparedness and Response Financial Impacts	3	5	15	High
109	Organization Wide	Human Resources Onboarding Duration	4	3	12	High
111	Information Technology	Technology Services Staff Demands / Project Volume	4	3	12	High
87	County Counsel	County Counsel Ongoing Litigation	3	4	12	High
104	Financial Services	Fraud Prevention Control Gaps	3	4	12	High
133	Human Resources	Staffing Shortages / Risk Management Function	3	4	12	High
228	District Attorney	Consumer Fraud and Environmental Protection Skill	3	4	12	High

Appendix A: Risk Dashboard

The risk map below depicts the inherent risk areas that we identified, as well as their relative potential impact and likelihood of occurrence and risk detail. Not all of these areas would be audited or evaluated by the Internal Audit function.

Risk ID	Functional Area	Risk Category	Risk Title	Risk Score
2	Health and Human Services Agency	Legal and Regulatory	Coding Compliance	25
3	Human Resources	Technology and Systems	Infor System Segregation of Duties	25
4	Human Resources	Technology and Systems	Infor System Policies	25
5	Organization Wide	Workforce	Infor System Training	25
6	Human Resources	Technology and Systems	Infor System Security	25
65	Financial Services	Processes	Accounts Payable Late Payment	25
66	Financial Services	Processes	Accounts Payable Human Error	25
67	Financial Services	Financial	Accounts Payable Process / Aging Invoices	25
74	Financial Services	Processes	Procurement Processes Inefficiencies	25
75	Financial Services	Processes	Procurement Oversight and Administration	25
76	Financial Services	Workforce	Demand Impact on Procurement Processes	25
77	Financial Services	Legal and Regulatory	Procurement Process Divergence	25
181	Organization Wide	Financial	COVID-19 Requirements / Financial	25
261	Financial Services	Financial	Investments, Debt, and Cash Management - Inefficiencies	25
262	Financial Services	Financial	Investments, Debt, and Cash Management - Fraud	25
263	Financial Services	Legal and Regulatory	Investment Policy Compliance	24
53	Organization Wide	Processes	Capital Projects 2022-23 Management	20
56	Organization Wide	Workforce	County Cross-functional Training	20
57	Organization Wide	Workforce	Staffing Shortage Impacting County Compliance	20
58	Organization Wide	Workforce	Depleted Seasonal / As-Needed Support Staff	20
70	Organization Wide	External	Vendor Contract Compliance Performance Monitoring	20
71	Organization Wide	Legal and Regulatory	Contract Admin Compliance Review	20
90	Organization Wide	Legal and Regulatory	Subrecipient Compliance	20
91	Organization Wide	Legal and Regulatory	Improper Subrecipient Funding Uses	20
92	Organization Wide	Legal and Regulatory	Subrecipient Relations	20
116	Organization Wide	Safety and Physical Security	Physical Equipment / Machinery Safety	20
120	Organization Wide	Workforce	Human Resources Recruitment Talents	20
122	Organization Wide	Workforce	Human Resources Recruitment Targets	20
123	Child Support Services	Technology and Systems	System Issues/Yolo phone system	20
124	Child Support Services	Technology and Systems	Access to CalSAWS and consortium cooperation	20

Risk ID	Functional Area	Risk Category	Risk Title	Risk Score
125	Child Support Services	Workforce	System Issues/trouble shooting	20
242	Information Technology	Processes	Outdated Systems / Technology - Enterprise System Catalog Updated Information	20
251	Information Technology	Technology and Systems	Asset Management Change Management	20
252	Information Technology	Processes	Change Management Processes and Procedures	20
253	Information Technology	Workforce	Need for ITS Department Change Management Roles	20
254	Information Technology	Technology and Systems	Information Technology Risk Management Identification	20
255	Information Technology	Technology and Systems	Technology Strategy and Service Quality	20
25	Organization Wide	External	Enterprise Resources Planning Cloud Suite Implementation	20
150	Organization Wide	Technology and Systems	System Issues / Time Entry	20
269	Financial Services	Processes	Payroll Auditing	20
270	Human Resources	Workforce	Payroll Personnel	20
271	Human Resources	Legal and Regulatory	Payroll Policy Compliance	20
273	Financial Services	Processes	General Accounting Errors	20
8	Financial Services	Legal and Regulatory	American Rescue Plan Funding Monitoring	17
7	Financial Services	Financial	American Rescue Plan Penalties	16
9	Financial Services	Financial	American Rescue Plan Funding Disagreement	16
10	Financial Services	External	Risk of Negative Community / County Organization Impact from Misused American Rescue Plan Funding.	16
14	Organization Wide	Processes	Departmental Funding and Budgeting Process	16
15	Organization Wide	Financial	Departmental Funding and Service Quality	16
16	Organization Wide	Financial	Departmental Funding	16
35	Community Services	Legal and Regulatory	Compliance with Central Landfill Disposal Policies	16
39	General Services	Workforce	Airport Operation Staffing Shortages	16
40	General Services	Safety and Physical Security	Airport Operation Safety	16
41	General Services	Legal and Regulatory	Airport Operation Compliance	16
42	General Services	Financial	Airport Operation Capital / Operating Expenses	16
43	Sheriff's Office	Processes	Detention Facilities / Evidence Management Controls	16
45	Sheriff's Office	Safety and Physical Security	Detention Facilities / Evidence Management Escape	16
46	Sheriff's Office	Safety and Physical Security	Overcrowding Effects on Detention Facility Safety	16
47	Sheriff's Office	Workforce	Detention Facilities / Evidence Management Training	16
48	Sheriff's Office	Financial	Detention Facilities / Evidence Management Construction	16
52	Organization Wide	Financial	Capital Projects 2022-23 Funding	16
59	Information Technology	Technology and Systems	Technology Demand Impacting Cyber Security	16

Risk ID	Functional Area	Risk Category	Risk Title	Risk Score
60	Information Technology	Technology and Systems	Insufficient ITS Personnel to Meet County Technology Demands	16
61	Information Technology	Technology and Systems	ITS Service Quality	16
63	Organization Wide	Workforce	Succession Planning / Knowledge Transfer	16
64	Financial Services	Workforce	Property Tax Assessment Staffing	16
68	Organization Wide	Safety and Physical Security	Building Security and Employee Safety	16
69	Organization Wide	Legal and Regulatory	Safety Legal Risks	16
78	Human Resources	Processes	Compensation Benchmarking Methodology	16
79	Organization Wide	Processes	Employee Retention - Compensation	16
155	Community Services	Technology and Systems	System Issues / eTRAKIT	16
201	Human Resources	Workforce	Benefit Vendors Misusing County Provided Data	16
202	Human Resources	Financial	Payroll Errors	16
203	Human Resources	Workforce	Employee Recruiting and Competitive Benefits	16
214	Health and Human Services Agency	Workforce	Staffing Shortages / Growing Case Loads	16
215	Health and Human Services Agency	Processes	Staffing Shortages Service Quality	16
216	Health and Human Services Agency	Financial	Health and Human Services Revenue Loss	16
217	Health and Human Services Agency	Workforce	Staffing Shortages /Technology - Programs	16
218	Health and Human Services Agency	Technology and Systems	Health and Human Services Technology Data Security	16
256	Information Technology	Technology and Systems	Technology Strategic Planning	16
259	Information Technology	Technology and Systems	Application Management Controls	16
272	Financial Services	Workforce	General Accounting Training	16
274	Organization Wide	Financial	Community-Based Organization Fraud	16
275	Organization Wide	Processes	Community-Based Organization Contracting	16
276	Organization Wide	External	Reputational Risk due to Coordination with Unprofessional Community Organizations	16
44	Sheriff's Office	Legal and Regulatory	Detention Facilities / Evidence Management Compliance	16
27	Organization Wide	External	Environmental Risks Causing Damage to Property	15
28	Organization Wide	External	Environment Risks Water Usage	15
29	Organization Wide	External	Environment Risks Asset Damage	15
72	Information Technology	Technology and Systems	Cyber Security Awareness Training	15
73	Information Technology	Technology and Systems	Cyber Security Confidential Info. Loss	15
110	Information Technology	Processes	Project Prioritization in Innovation and Technology / Helpdesk Ticketing	15
112	Human Resources	Legal and Regulatory	Human Resources Laws Compliance	15
113	Human Resources	Legal and Regulatory	Human Resources Legal Penalties	15
126	Child Support Services	External	Public is Unaware of Child Support Service Programs	15
127	Child Support Services	Financial	Program Revenues	15

Risk ID	Functional Area	Risk Category	Risk Title	Risk Score
137	Health and Human Services Agency	Processes	Processes and Procedure Capture	15
138	Health and Human Services Agency	Workforce	Policies and Procedures - Knowledge Loss	15
146	Community Services	Processes	Permitting Procedures Safety Impacts	15
147	Organization Wide	Workforce	Emergency Preparedness and Response Financial Impacts	15
149	Organization Wide	Legal and Regulatory	Emergency Preparedness and Response Policies	15
170	Assessor/Clerk-Recorder/Registrar of Voters	Technology and Systems	Parcel Number Recorder and Reference Search Using Outdated Information	15
171	Assessor/Clerk-Recorder/Registrar of Voters	Technology and Systems	Parcel Number Recorder's Reference Search Accuracy	15
199	Human Resources	Financial	Employee Leave / FMLA Tracking	15
200	Human Resources	Legal and Regulatory	Employee Leave / FMLA Legal	15
246	Information Technology	Technology and Systems	Outdated Systems / Technology - Digital Communication Accuracy	15
247	Information Technology	Processes	Outdated Systems / Technology - Digital Communication Controls	15
19	Organization Wide	Financial	Cannabis Regulatory Project Revenue Loss	12
1	Organization Wide	Processes	Public Records Requests Delivery	12
108	Organization Wide	Processes	Human Resources Process Quality / Internal Customers	12
109	Organization Wide	Workforce	Human Resources Onboarding Duration	12
111	Information Technology	Workforce	Technology Services Staff Demands / Project Volume	12
132	Library	Financial	Internal Funding Stability	12
166	Assessor/Clerk-Recorder/Registrar of Voters	Technology and Systems	Electronic Filings for Business Properties Malfunctioning	12
167	Assessor/Clerk-Recorder/Registrar of Voters	Technology and Systems	Electronic Filing: Business Property State Data Management	12
168	Assessor/Clerk-Recorder/Registrar of Voters	Processes	Electronic Filing: Business Property State Filing Accuracy	12
169	Assessor/Clerk-Recorder/Registrar of Voters	Technology and Systems	Electronic Filing: Business Property State Website	12
191	Human Resources	Technology and Systems	Employee Records Management	12
192	Human Resources	Financial	Employee Records Finances	12
193	Human Resources	Processes	Employee Records Guidance	12
194	Human Resources	Processes	Lack of Personal Information Tracking Hindering Unemployment Claim Response	12
17	Organization Wide	Processes	Cannabis Regulatory Project Compliance	12
18	Organization Wide	External	Cannabis Regulatory Project Legal Support	12
24	Organization Wide	Technology and Systems	Remote Work Secure Connection	12
86	County Counsel	Financial	Ongoing Litigation	12
87	County Counsel	Workforce	County Counsel Ongoing Litigation	12

Risk ID	Functional Area	Risk Category	Risk Title	Risk Score
98	Agriculture	Financial	Agriculture - State Agency Funding	12
99	Agriculture	Legal and Regulatory	State and County Agency Compliance Demand	12
100	Agriculture	Processes	State and County Agriculture Agency Process Efficiency	12
101	Agriculture	Legal and Regulatory	Agriculture Violators Disputes and Litigation	12
103	Financial Services	Financial	Fraud Potential in County Organization Finances	12
104	Financial Services	Workforce	Fraud Prevention Control Gaps	12
105	Financial Services	Financial	Fraud Damages	12
106	Information Technology	Legal and Regulatory	Data Storage State and Federal Compliance	12
107	Information Technology	Technology and Systems	Data Storage Security Strength	12
114	Organization Wide	Technology and Systems	Outdated Systems / Technologies	12
119	Organization Wide	Legal and Regulatory	Community-Based Watchdog Organization Litigation	12
130	Library	Processes	Succession Planning - Service Quality	12
133	Human Resources	Workforce	Staffing Shortages / Risk Management Function	12
134	Human Resources	Legal and Regulatory	Risk Management Function Efficiencies	12
135	Sheriff's Office	Technology and Systems	Radio Frequency Identification and Body Cams Implementation	12
136	Sheriff's Office	Technology and Systems	Radio Frequency Identification & Body Cams Implementation	12
139	Sheriff's Office	External	Public Trespassing and Homelessness	12
140	Probation	Technology and Systems	Outdated Systems / Technology - Probation Lawsuit Database	12
142	Probation	Technology and Systems	Outdated Systems / Technology - Probation Lawsuit Database Security	12
143	Child Support Services	Technology and Systems	Multi-Factor Authentication & Data Breach	12
159	Community Services	Legal and Regulatory	Environmental Health Division / Protection service Compliance	12
160	Community Services	Safety and Physical Security	Public Water Systems and Infrastructure Impacting Environmental Health	12
182	General Services	Safety and Physical Security	Security / Airport Safety Theft	12
183	General Services	Safety and Physical Security	Security / Airport Safety Work Environment	12
184	General Services	Legal and Regulatory	Security / Airport Safety Compliance	12
185	General Services	Legal and Regulatory	Parks / Building Maintenance	12
186	General Services	Legal and Regulatory	Parks / Building Maintenance Compliance	12
187	General Services	Financial	Parks / Building Maintenance Financial	12
227	District Attorney	Legal and Regulatory	Consumer Fraud and Environmental Protection	12
228	District Attorney	Workforce	Consumer Fraud and Environmental Protection Skill	12
229	District Attorney	Processes	Consumer Fraud and Environmental Protection Controls	12
248	Financial Services	Technology and Systems	Asset Management Tracking	12

Risk ID	Functional Area	Risk Category	Risk Title	Risk Score
249	Financial Services	Technology and Systems	Asset Management Long-term Planning	12
250	Financial Services	Technology and Systems	Insecure Asset Management Data Loss	12
257	Information Technology	Technology and Systems	Data / Database Management	12
260	Financial Services	Financial	Investments, Debt, and Cash Management	12
264	County Administrator's Office	Financial	Grants Management Reporting	12
265	County Administrator's Office	Financial	Grants Management Application Strategy	12
266	County Administrator's Office	Processes	Grants Management	12
267	Financial Services	Financial	Accounts Receivable Outstanding Balances	12
268	Financial Services	Financial	Accounts Receivable Redirected Payments	12
278	Assessor/Clerk-Recorder/Registrar of Voters	Legal and Regulatory	Federal and State Compliance	12
121	Organization Wide	Financial	Budget Constraint Impacting Human Resources Recruitment	12
118	Organization Wide	Legal and Regulatory	Legal / Criminal Justice Compliance Risk	11
93	Financial Services	Financial	A-87 Cost Allocation Plan	10
141	Probation	Technology and Systems	Outdated Systems / Technology - Probation Lawsuit Database Delays	10
148	Organization Wide	Processes	Emergency Preparedness and Response Technology	10
36	Community Services	Safety and Physical Security	Central Landfill Hazardous Material Safety	9
11	Financial Services	Workforce	Financial Services Support Burnout	9
20	County Board of Supervisors / Council	Financial	Retirement Home Village Acquisition Losses	9
21	County Board of Supervisors / Council	Legal and Regulatory	Retirement Home Village Acquisition Ongoing Litigation	9
22	County Board of Supervisors / Council	Processes	Retirement Home Village Acquisition Service Quality	9
26	Organization Wide	Processes	Ineffective Coordination Amongst County Departments	9
33	Child Support Services	Workforce	California Child Support Program Changes Staffing	9
34	Child Support Services	Legal and Regulatory	California Child Support Program Changes Compliance	9
49	Information Technology	External	Inaccurate Data Impacts on GIS Mapping	9
50	Information Technology	Financial	GIS Mapping Inefficiency	9
51	Information Technology	Processes	GIS Mapping Controls	9
80	Organization Wide	Processes	County and Department Policies and Procedures Alignment	9
81	Organization Wide	Workforce	Institutional Knowledge Loss due to Outdated Organizational Policies and Procedures	9
82	Organization Wide	Processes	Auditing Policies and Procedures Limited by Lack of Documentation	9
83	Agriculture	Legal and Regulatory	Inspector Certification / Training Quality	9

Risk ID	Functional Area	Risk Category	Risk Title	Risk Score
84	Agriculture	Processes	Inspection Quality	9
85	Agriculture	Workforce	Inspector Workload Burdens	9
88	Agriculture	Processes	Inadequate Certification Trainings	9
89	Agriculture	Legal and Regulatory	International Shipment and Organic Grower Certification Non-Compliance	9
95	Agriculture	Processes	Civil Action / Annual Penalty Processes	9
96	Agriculture	Legal and Regulatory	Civil Action and Agriculture Annual Penalties	9
97	Agriculture	Workforce	Civil Action / Annual Penalties Staffing	9
115	Organization Wide	Technology and Systems	End-User Cyber Security	9
117	Financial Services	Legal and Regulatory	GASB 87 - Accounting Standard	9
128	Library	Technology and Systems	AWS Systems Optimization	9
129	Library	Processes	Succession Planning - Disruption to Service Delivery	9
131	Library	Financial	Succession Planning - Loss of Revenue	9
151	Community Services	Workforce	Building Inspection Service Staffing	9
152	Community Services	Processes	Building Inspection Services Quality	9
153	Community Services	Legal and Regulatory	Building Inspection Services / Code Enforcement	9
154	Community Services	Safety and Physical Security	Reliable and Up-to-date Information for Building Inspection Services	9
176	Assessor/Clerk-Recorder/Registrar of Voters	Technology and Systems	County Elections Processes / Collections	9
177	Assessor/Clerk-Recorder/Registrar of Voters	Technology and Systems	Voter Registration Operations Data Security	9
189	Human Resources	Legal and Regulatory	Policies and Procedures - EEOP	9
195	Human Resources	Legal and Regulatory	Employee Performance Reviews	9
196	Human Resources	Workforce	Employee Performance Tracking	9
197	Human Resources	Legal and Regulatory	Employee Performance Reviews Laws	9
198	Human Resources	Legal and Regulatory	Liability in Equal Employment Practices	9
204	Probation	Workforce	Staffing Shortages for Services / Programs	9
205	Probation	Technology and Systems	System Reliance and Updates	9
221	District Attorney	Safety and Physical Security	Officer Safety Risks	9
222	District Attorney	Processes	Victim Assistance and Family Protection Public Image	9
223	District Attorney	Legal and Regulatory	Victim Assistance and Family Protection Compliance	9
258	Information Technology	Workforce	Application Management Implementation	9
277	Organization Wide	External	Vendor Relations	9
279	Assessor/Clerk-Recorder/Registrar of Voters	Technology and Systems	Voter Registration Operations	9
282	Financial Services	Workforce	Financial Services Support	9
144	Community Services	Workforce	Permitting Procedures Skills	8

Risk ID	Functional Area	Risk Category	Risk Title	Risk Score
145	Community Services	Legal and Regulatory	Permitting Procedures Compliance	8
209	Probation	Processes	Adult Service Arrests	8
210	Probation	Legal and Regulatory	Institutional Services Sentencing Approach	8
211	Probation	Financial	Loss of Funding due to Inefficiencies from Alternative Sentencing Programs	8
220	Office of Emergency Services	Workforce	Current Hazard Mitigation Projects Emergency Hotlines	8
230	District Attorney	Safety and Physical Security	Safety of Investigators in the High-Tech Crimes Unit	8
231	District Attorney	Processes	High Tech Crimes Unit Controls	8
232	District Attorney	Technology and Systems	High Tech Crimes Unit Skills	8
233	District Attorney	Safety and Physical Security	Investigations Unit Officer Safety	8
234	District Attorney	Processes	Investigations Unit Communication	8
235	District Attorney	Processes	Investigations Unit Process Controls	8
236	District Attorney	Processes	Investigations Unit Public Image	8
237	District Attorney	Safety and Physical Security	White Collar Crime & Fraud Prosecution Officer Safety	8
238	District Attorney	Processes	White Collar Crime & Fraud Prosecution Controls	8
239	District Attorney	Processes	White Collar Crime & Fraud Prosecution Public Image	8
244	Information Technology	Processes	Outdated Systems / Technology - County Website Access	8
245	Information Technology	Processes	Outdated Systems / Technology - County Website	8
172	Assessor/Clerk-Recorder/Registrar of Voters	Technology and Systems	Vital Records / Recording Reporting Quality	8
173	Assessor/Clerk-Recorder/Registrar of Voters	Workforce	Vital Records / Recording Function Staffing	8
174	Assessor/Clerk-Recorder/Registrar of Voters	Legal and Regulatory	Vital Records / Recording Legal Complaints	8
175	Assessor/Clerk-Recorder/Registrar of Voters	Technology and Systems	Recorder Filings	8
180	Organization Wide	Legal and Regulatory	COVID-19 Requirements / Compliance	8
13	Organization Wide	Financial	Landfill Capital Project Budgeting	7
12	Organization Wide	Legal and Regulatory	Landfill Capital Project Compliance	6
54	Organization Wide	Processes	Yolo County Tribal Agreements Opportunity	6
178	Public Defender	Workforce	Skilled Personnel and Workload	6
179	Public Defender	Processes	Defender Staff Experience	6
206	Probation	Legal and Regulatory	Juvenile Services Legal Compliance	6
207	Probation	Processes	Juvenile Services Public Awareness	6
208	Probation	External	Juvenile Services Service Quality	6
212	Sheriff's Office	Workforce	Correctional Officer Training	6

Risk ID	Functional Area	Risk Category	Risk Title	Risk Score
213	Sheriff's Office	Legal and Regulatory	Correctional Officer Involved Incidents	6
219	Office of Emergency Services	External	Current Hazard Mitigation Projects	6
224	District Attorney	Legal and Regulatory	Conviction & Sentence Review Unit Claims Analysis	6
225	District Attorney	Processes	Lack of Proper Case Review Processes and Controls for Conviction and Sentence Review Unit	6
226	District Attorney	Processes	Conviction & Sentence Review Unit Reputation	6
240	County Counsel	Legal and Regulatory	County Counsel Contract Review	6
241	County Counsel	Processes	County Counsel Representation	6
280	Public Defender	Financial	P-Card Audit Public Defense	6
55	Organization Wide	Legal and Regulatory	Yolo County Tribal Agreements Compliance	6
62	Probation	Workforce	Staffing Shortages / Analyst Role	6
94	County Counsel	External	Insurance Claims / 3rd Party Vendor Services	6
188	General Services	Legal and Regulatory	Parks / Regulations Fishing Compliance	6
281	Human Resources	Technology and Systems	Payroll Audit Technology	6
102	Organization Wide	Processes	Lack of Communication Between Departments	4
156	Community Services	External	Building Inspection Services County Floodplain Management	4
157	Community Services	Processes	Building Inspection Services Nation and Regional Floodplain Management	4
158	Community Services	Processes	Building Inspection Services Floodplain Management Technical Skills	4
161	Community Services	Workforce	Implementation Innovative Projects	4
162	Community Services	Processes	Implementation Innovative Projects Collaboration	4
163	Community Services	Legal and Regulatory	Implementation Innovative Projects Compliance	4
164	Assessor/Clerk-Recorder/Registrar of Voters	Financial	Disaster Recovery / Property Tax Relief Efficiency	4
165	Assessor/Clerk-Recorder/Registrar of Voters	Financial	Disaster Recovery / Property Tax Relief Quality	4
190	Health and Human Services Agency	Workforce	College Intern Program	4
243	Agriculture	External	Relations / Agriculture and Cooperative Extension	4
37	Community Services	External	Improper Disposal Practices at Esparto Recycling & Transfer Station / Garbage and Recycling	2
38	Community Services	Processes	Esparto Recycling & Transfer Station / Garbage and Recycling Services Quality	2
23	Assessor/Clerk-Recorder/Registrar of Voters	Workforce	Assessor Digitization of Records Workloads	1
30	Probation	Financial	Juvenile Detention Center Revenue Loss	1
31	Probation	Workforce	Juvenile Detention Center Staffing Shortages	1
32	Probation	External	Juvenile Detention Center Service Quality	1

Contact Information

If you have any questions about this report, please contact:

Adriane McCoy, CIA, CGAP, CISA, CFSA, CFE, CAMS, CSOE
Director, Baker Tilly
adriane.mccoy@bakertilly.com

Tiffany McCoy, MSAA, CFE, CFSA, CSOE
Project Manager, Baker Tilly
tiffany.mccoy@bakertilly.com

Woody Battle
Senior Consultant, Baker Tilly
woody.battle@bakertilly.com

Yevgen Pavlyk
Consultant, Baker Tilly
yevgen.pavlyk@bakertilly.com